

2011 - 2012 Statement of Legislative Intent

Approved

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12	1	A	1

Budget Action Title: SPU work force efficiency and performance

Councilmembers: Conlin; Harrell; O'Brien

Staff Analyst: Meg Moorehead

Budget Committee Vote:

Date	Result	SB	BH	SC	TR	JG	NL	RC	TB	MO
11/10/2010	Pass 9-	Y	Y	Y	Y	Y	Y	Y	Y	Y

Statement of Legislative Intent:

The Council requests that by May 1, 2011 Seattle Public Utilities (SPU) submit a report that includes management recommendations for improving work force efficiency and performance. Consistent with the recent contracts approved by 17 of the 19 unions in the Coalition of City Unions, Council intends that this information will be fed into ongoing discussions with these labor partners on how to enhance the efficiency of City service provision. Council is interested both in recommendations that can be implemented within current collective bargaining agreements and those that would require discussion as part of future contract negotiations. The report should include the following elements:

1. Multi-skill job classifications. Evaluate job classifications to identify whether unnecessarily narrow job duties contribute to work inefficiencies or higher costs from out-of-class and overtime pay. Where efficiencies or lower cost can be achieved, identify approaches for broadening job duties and/or reducing the number of job classifications. Include an approach that puts positions with similar job duties into a classification with broader job duties and a broader pay band, in which a worker can move up the pay band as their job skills and duties expand.
2. Shifts, work hours, and peak work loads.
 - A. Evaluate seasonal, daily and time-of-day work loads and staff availability during low and high work load periods. Identify any work tasks for which early morning, evening, nighttime, or weekend shifts would make more efficient use of staff and reduce overtime costs. Recommend a strategy and timeline for implementing any shift changes justified by the evaluation.
 - B. Evaluate the efficiency of an 8-hour work day, 10-hour work day or other flexible work schedules for various job classifications. Identify job classifications for which certain work schedules enhance or detract from work performance on a seasonal or year-round basis and recommend preferred work hour schedules for those classifications.

- C. Identify whether seasonal, work day, or time-of-day peak work loads could be more cost-effectively addressed through the use of seasonal, temporary or contracted labor.
3. Performance Benchmarks. Identify utility industry (or other relevant) performance benchmarks for work processes performed by SPU. Evaluate how SPU currently meets (or does not meet) the benchmarks and recommend any benchmark adjustments needed to address City-specific circumstances. Recommend how the benchmarks might be used to set worker or work group performance expectations and serve as the basis for worker advancement or discipline.

Responsible Council Committee(s): Seattle Public Utilities and Neighborhoods

Date Due to Council: May 1, 2011